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# INFORMATION TECHNOLOGY

GOVERNMENT DOCUMENTS  
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## A & F SECRETARY SEES CRITICAL ROLE FOR IT IN REINVENTING GOVERNMENT

Administration & Finance Secretary Charles D. Baker sees information technology as a critical enabler for reinventing government, an initiative of importance to Massachusetts taxpayers.

The reorganization of state government provides the opportunity to consolidate licensing and regulation functions and reduce the number of state agencies. Information technology will be a major contributor to streamlining how government works while providing better service to citizens.

In recent years, major strides in more efficient and effective state government have been funded through information technology bonds. A few of the Commonwealth's major successes include:

◆ **Telefile** - DOR's nationally acclaimed automated system for processing tax returns made it easier for over 170,000 taxpayers to file their returns last year, while dramatically reducing DOR's paperwork and processing time;

◆ **Billing and Accounts Receivable System (BARS)** - The Comptroller's Office improved revenue collections by at least \$20 to \$25 million per year, using the INTERCEPT program to prohibit the Commonwealth from making a payment to a vendor of one agency when that vendor owed money to another agency;

◆ **Data Warehouse** - This nationally recognized central database that enables legislators and financial managers to peruse detailed, up-to-the-minute, financial information about every aspect of the budget, has revolutionized the Commonwealth's ability to analyze financial information and manage state spending.

By the end of FY 1996, the return on the 1992 IT Bond Bill will have surpassed the total amount of the bond bill itself: more than \$70 million in increased revenues and administrative savings. Following this successful pattern, last summer the House and Senate passed and the Governor signed a \$55 million bond bill, with \$49 million to enable DSS to build the Statewide Automated Child Welfare



Information System (SACWIS) with federal government reimbursement for 75% of information technology expenditures, and \$6 million for four smaller projects at DPGS, DMR, EOCA and OMIS. In November, the House and Senate passed and the Governor signed a \$75 million bond bill to upgrade the Judiciary's capacity to access and share information.

There is before the Legislature another IT Bond Bill that, if passed, would: enable completion of the Massachusetts Access to Government Network (MAGNet) connecting to the information Superhighway; fund the Comptroller's Office's Electronic Commerce initiative; provide for an Integrated Legal & Criminal Justice Information System and a State Police Information Network; improve legislators' capacity to analyze and

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# PILOT SUCCESS LEADS TO EBT EXPANSION

**M**assachusetts will soon begin expansion of its Electronic Benefits Transfer (EBT) program in partnership with seven northeastern states. The Massachusetts program started as a pilot program last year in Brockton and six surrounding communities. In that program, recipients of Emergency Aid for Elderly, Disabled and Children (EAEDC), previously known as general relief, were given a photo ID card similar to a bank ATM card.

As reported in the Feb/Mar/Apr 95 IT Bulletin, these cards act like debit cards and allow users to withdraw money from ATM machines against Commonwealth bank accounts set up for each recipient. EAEDC recipients are also able to use their EBT cards in supermarkets that are network enabled. In addition to the savings from electronic fund transfers, the pilot program saw savings from the reduced personnel costs normally assigned to process lost or stolen checks, reissued checks and returned checks. Cash management also improved since the Commonwealth's funds are drawn down only when cash is actually withdrawn by the card holder.

Buoyed by the program's success and the high level of client satisfaction, State Comptroller William Kilmartin decided last spring that it was time to move forward. Mr. Kilmartin headed a group working with federal officials on EBT and that work, combined with his awareness of other programs, made him more convinced that it was time to advance. At about the same time, the Acting Commissioner of the New York Department of Social Services was reaching the same decision and the two states decided to

band together. Mr. Kilmartin said the reason was simple, "The higher the volume, the lower the unit cost."

By May, the idea had been embraced by the five other New England states and by the end of June a request for proposals was issued seeking a vendor. In early February 1996, it was announced that Citibank EBT Services of New York had been selected as vendor, and each state has up to 24 months in which to write their contracts. Mr. Kilmartin expects that Massachusetts, Connecticut and New York will have contracts in hand by the end of February, 1996. The other states will phase in, based on their own circumstances, he said.

When it is operational, EBT will utilize a single card supporting multiple programs. Mr. Kilmartin expects to see a number of programs converted to EBT throughout 1996. Some of these programs are state funded, some are federally funded and some are funded jointly.

In the future, Mr. Kilmartin said there are plans to add benefits programs such as unemployment, social security, and WIC (Women, Infants and Children). "There is no limit to how many programs EBT can support," he said. The first three programs will service approximately 250,000 households in Massachusetts. That number increases to approximately 2 million when Connecticut and New York are taken into account. Mr.

Kilmartin said that this is significant because the pricing will be set to the higher number, resulting in a much lower per unit cost. In addition, the EBT conversion costs will be evenly shared by the federal and state governments.

Mr. Kilmartin said that the benefits of EBT are numerous. They include a significant return on investment of up to 200%; increased recipient satisfaction; and reduction in fraud. "EBT is attractive to the pri-

vate sector because it represents a business opportunity," he said. "It is cheaper to operate for the government and is easy to use for the recipient. EBT is happening all over — it is now a question of when, not if it will happen."

In Massachusetts, Mr. Kilmartin credits the program's success to the teamwork that developed between the Department of Transitional Assistance, the Treasurer's Office and the Comptroller's Office. In fact, the Commonwealth's EBT pilot was named a winner of the Better Government Competition sponsored by the Pioneer Institute for Public Policy Research. Ray McCabe, the Comptroller's project manager for EBT, wrote and presented the winning paper. "EBT is a prime example of getting people to think differently and work together. It is reinventing government at its best," said Mr. Kilmartin. ♦

**"EBT  
WILL UTILIZE  
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PROGRAMS."**



# BEACON UPDATE

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BEACON (Benefit Eligibility and Control On-Line Network) is an integrated client eligibility system to support the public assistance programs administered by the Department of Transitional Assistance (DTA). These programs include Aid to Families with Dependent Children (AFDC), Food Stamps, Employment Services Program (ESP), Emergency Assistance (EA), and Emergency Aid to the Elderly, Disabled and Children (EAEDC). In addition, DTA provides services for child care, housing and transportation assistance, as well as state supplemental payments for Supplemental Security Income (SSI). It also manages the Repatriated Citizens and the Federal Emergency Management (FEMA) programs. Assistance is provided through one or more of DTA's programs to over 500,000 Massachusetts residents each month.

BEACON will replace the Department's current fragmented systems environment. It will fully automate client eligibility, benefit determination and redetermination, and benefit issuance, as well as provide for financial management information control. It will be a distributed, client/server system. BEACON is being developed according to information engineering methodology, utilizing Computer Aided Software Engineering (CASE) technology and tools. BEACON is a Family Assistance Management Information System (FAMIS), designed pursuant to applicable U.S. Department of Health and Human Services and Food and Nutrition Service regulations; therefore, the fully operational system must receive certification from those agencies.

In December, 1992, DTA submitted its Planning APD (PAPD) to the Administration of Children and Families (ACF) and Food and Consumer Services (FCS). It was approved in March, 1993 and DTA completed its Information Strategy Plan (ISP) in June, 1993. The plan included

the Enterprise Model, which clarified the Department's mission and then identified the business goals and functions that supported the mission. The business functions were grouped into 18 Business Areas which were then ranked on the extent that they supported the Department's goals, as well as FAMIS and Food Stamp automation functional requirements. The resulting nine priority Business Areas were included in the scope of the BEACON Project.

From September, 1993 through July, 1994, each Business Area was analyzed in detail in order to define precisely its requirements for automation. Analysis was structured with information engineering methodology through Business Area Analysis (BAA) workshops. This extensive user involvement in requirements definition assures that the completed BEACON system will meet user needs.

The output of the nine BAA workshops constituted the business and technical requirements for the Request for Proposals (RFP) to select a vendor to design, construct and implement BEACON. This RFP, along with the BEACON Implementation APD (IAPD), was completed

in August and submitted to ACF and FCS. Approval for both documents was received in October, 1994 and the RFP was released in November, 1994. Two vendors, Andersen Consulting and Deloitte & Touche, submitted proposals in January, 1995. Proposal evaluation was completed in April, 1995 and Andersen Consulting was selected to design, construct and implement BEACON. The contract with Andersen was negotiated and signed, and it received the required state and federal approvals. Andersen started the detailed design of BEACON in June and DTA project staff joined them at the project site -- 2 Oliver Street in Boston -- in July. There are currently 59 DTA staff and 69 Andersen staff on site. ♦

**"BEACON  
WILL REPLACE THE  
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ENVIRONMENT."**



## LOUIS GUTIERREZ COMMONWEALTH'S NEW IT DIRECTOR AND CIO

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**L**ouis Gutierrez has been named the Commonwealth's Director of Information Technology and new Chief Information Officer. Mr. Gutierrez has been in Massachusetts state government for three years, most recently as the Director of Information Technology Services at the Executive Office of Health and Human Services. He has an undergraduate degree in economics and a graduate degree in management, with a focus on information technology and finance.

Mr. Gutierrez intends to focus on a number of major areas in his new role. These include:

- ◆ Improving state government programs with technology;
- ◆ Improving facilities for sharing and exchanging data between departments;
- ◆ Working with the Legislature to evaluate new technology initiatives; and
- ◆ Creating a new Information Technologies Division within A&F as part of state government reorganization.

He sees a key challenge in the ability to connect the enterprise. "We can not continue to focus solely on existing lines of business, we also need to examine their interconnections," said Mr. Gutierrez. "We need to attain a cohesive whole."

"Program managers, commissioners and cabinet secretaries are becoming savvy about what information technology can do for their programs," said Mr. Gutierrez. He believes that this brings new challenges. "Now departments

are connecting with the world outside of state government through the World Wide Web, through interactive voice response like DOR's Telefile system and through kiosks. But we need to make sure we are connected internally," he said.

Mr. Gutierrez also expects an upcoming boom in data modeling; to get the enterprise wide data model and data definitions; and to come to grips with data incompatibilities between departments. He is also aware that others who are dealing with IT issues in state government are concerned that the various projects work together. "Today we try to match data across systems and organizational lines when we should be sharing data," he said.

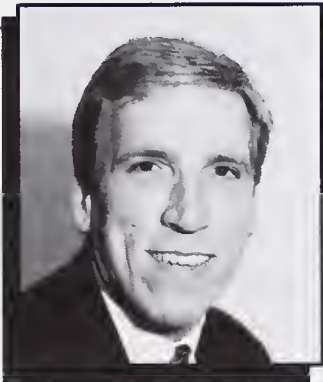
Referring to the Office of Management Information Systems (OMIS), Mr. Gutierrez said the agency needs to demonstrate that it can meet upcoming challenges and demonstrate that it has the expertise to advise other organizations and the expertise to manage data resources. "Decision makers in state government regard IT as a way of doing more with less, as a way of providing solutions. There is responsibility that accompanies high expectations and we will have to be very precise about what we promise to deliver and aggressive in doing so," he said.

In addition to being very precise in the agency's commitments, Mr. Gutierrez said he will work hard in letting the outside world know how hard people inside the agency work and of the agency's successes such as the growth of the Wide Area Network and the Chelsea move. "There are many exciting challenges ahead and we hope to demonstrate that we are ready to take them on," concluded Mr. Gutierrez. ◆



# JIM BRADFORD OMIS

## CHIEF OPERATING OFFICER



Jim Bradford has been named the Chief Operating Officer for the Commonwealth's Office of Management Information Systems (OMIS). Prior to attaining this position, Mr. Bradford served for two years as the Director of OMIS' Strategic Planning Bureau (SPB). OMIS serves as the Executive Branch's information technology resource, providing data center, networking, applications development, and strategic planning support.

As Chief Operating Officer, Mr. Bradford will take charge of the day-to-day operations of the entire organization. He said that part of his responsibility will include "positioning OMIS to assist agencies in the administration's reorganization plan." He also sees the role of OMIS Chief Operating Officer as one that helps ensure that OMIS is putting its best resources towards

its priorities.

Some of the priorities that Mr. Bradford referred to include "keeping a stable environment on a day-to-day basis -- whether it is legacy systems or newer client server architecture." Another priority for him will be to help OMIS move forward on initiatives that have already begun such as the Massachusetts Access to Government Network (MAGNet).

"I also look forward to assisting agencies that are currently moving on IT Bond I projects and will continue to work with interested parties in moving IT Bond II along," said Mr. Bradford. IT Bond I, which passed in 1992, funded a number of Information Technology investments that have increased efficiency and resulted in increased revenues and lower costs to the Commonwealth. Some of the 22 projects funded by IT Bond I ranged from automating the offices of the District Attorneys to a complete redesign of the Commonwealth's electronic ledger and accounting system. IT Bond II is currently before the state legislature.

Mr. Bradford said that as the new Chief Operating Officer, he is excited about continuing his working relationship with the many dedicated staff at OMIS and about continuing the efforts that were put forward as part of the Strategic Planning Initiative. ♦

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## A & F Secretary Sees Critical Role For IT In Reinventing Government

(Continued from page 1)

review legislation and related information; make it possible for the Auditor, the Inspector General, the Secretary of State, the Attorney General and the District Attorneys to improve their performance; and fund many other initiatives throughout state government. Early in FY96, each project's sponsor had the opportunity to present the project to the Legislative committees on Science and Technology and Ways and Means.

When Mr. Baker was Secretary for Health and Human Services, he encour-

aged those organizations to work toward developing common data definitions and ways to share data between departments. As Administration & Finance Secretary, he is now promoting these same objectives throughout state government, seeing Information Technology as a resource that links organizations together. IT can be used to communicate with others within the organization, to share ideas with other organizations, to allow data to be analyzed and, most importantly, to share integrated service data across departmental boundaries. Secretary Baker

is urging the Legislature to act favorably on the IT Bond Bill currently before them and to send this bill to the Governor's desk. It represents a relatively small capital commitment over the life of the financing and can make an enormous difference in both the quality and cost of state and local government. In short, this is one of the few opportunities this year for the Legislature to make an investment that will pay for itself several times over the next decade. ♦



# MITC

## Data Centers on the Move

On December 7, 1995, Lt. Governor Argeo Paul Cellucci cut the ribbon to officially open the Massachusetts Information Technology Center (MITC) in Chelsea. About 300 people were on hand for the opening, including state government officials, legislators and Chelsea officials. The MITC is the largest data center in state government and one of the most modern in the Northeast. MITC now houses the computer data centers for four organizations in Massachusetts state government, as well as the Massachusetts Education Computer Network (MECN). The four organizations include the Criminal History Systems Board (CHSB), the Department of Revenue (DOR), the Office of Management Information Systems (OMIS), and the Office of the State Treasurer. The Registry of Motor Vehicles (RMV) will move their data center into the OMIS center at MITC next spring as OMIS and RMV begin to plan the consolidation of their data centers. After all the moves, the building will house approximately 1,200 state employees.

CHSB was the first data center to complete its move during the Veteran's Day weekend in November. In all, over 55 permanent employees and student interns were relocated. The CHSB manages the state's Criminal Justice Information System (CJIS), which processes over 600,000 transactions daily in support of state and local law enforcement. CHSB was faced with the challenge of relocating their equipment without taking the CJIS network out of service. Users experienced less than two hours of downtime during the entire move.

OMIS began its move to MITC in mid-September with an advanced task force and initial equipment deliveries, and completed its move with mainframe operations over the Thanksgiving weekend. The new OMIS data center utilizes the latest in robotic storage devices, electronic management, disaster recovery systems and switching technology for data center communications. Videoconferencing facilities are also available in the OMIS MITC center. OMIS will have frequent courier trips between MITC and the Central Mail Facility on the lower level of the McCormack Building in Boston.

The Department of Revenue began their move over the Thanksgiving weekend with their front-end data entry systems (the Processing Division and the Unisys Digital Imaging System). Their new mainframes, set up at MITC earlier in the fall, cut over to operations at the end of December. DOR is using its MITEL phone system in Chelsea as it does at its other locations. The DOR applications programming group will move in April and the tax-related groups will move in May or June.

The Massachusetts Education Computer Network moved to MITC between Christmas and the new year, having cho-

See **MITC**

Continued on page 11.



*Lt. Governor Argeo Paul Cellucci cuts the ribbon to open MITC with support from developer Lincoln Properties' Jim Travis, DOR Commissioner Mitchell Adams, Representative Richard A. Voke, Senate President Thomas F. Birmingham, and Chelsea City Manager Guy Santagate.*



# CIO/SIO PROFILES

*This is a continuation of a series of profiles on the Commonwealth's new Secretariat Information Officers (SIOs).*



William O'Callaghan

## MassHighway CIO

Mr. O'Callaghan comes to MassHighway with a background in the private sector, where he was most recently "Client Services Manager" for the Digital Equipment Corporation. He believes that repairing MassHighway's information systems can be approached the same way that the Commonwealth has repaired its highway system over the last few years. That is, by placing emphasis on infrastructure improvement. MassHighway's Data Processing division has received a system upgrade of sorts. The division's title has been changed to Information Technology Services (ITS) and as the new Chief Information Officer (CIO), Bill O'Callaghan has very definite descriptions of his function and the function of the new ITS unit. The initial phase in ITS' plan is implementation of an upgraded communications infrastructure and according to Mr. O'Callaghan, teamwork is the key to its success.

He said MassHighway has a number of goals to reach both in the short and long term. "To keep track of our progress towards meeting these goals and ensure quality we need to be able to measure our progress. The MassHighway function was created to provide us the tools we need to measure what we do, which is critical to any Total Quality Management efforts we undertake at MassHighway," said Mr. O'Callaghan. As the first Highway Department CIO, Mr. O'Callaghan is creating and defining this role based upon his experience and, most importantly, others' input.

"Teamwork is critical", states O'Callaghan of the improvement plan, "because the plan required the people of MassHighway to move to an information culture whereby use of computers/network and shared information become the organization's norm".

What does an improved information/computer network mean for the employees of MassHighway? A recent presentation prepared by the Information Technology Task Force outlined some of the benefits of reconstructing the Department's network. They included: enhanced project information and management such as geographical desktop applications and shared systems — reports that are products of various MassHighway data sources.

MassHighway employees will benefit from standardized and streamlined business practices. This will result in more current data communications, reduced paper waste and excessive time lost phone-searching information. Other advantages include the ability for inter-district and inter-agency communication.

Along with implementing this advanced system comes the training needed to help personnel effectively and productively use these communication tools. This aspect has been planned for as well. While at Digital, Mr. O'Callaghan orchestrated an in-house "learning center" which he plans to emulate at MassHighway. Employees will be taught to use new tools in-house, eliminating costly and inconvenient training courses elsewhere.

"The concept of the learning center is to support the office products and technology we bring in by introducing new technology, delivering product overviews, evaluations and customized training on the latest appropriate software and hardware. This flexible training and product awareness is timely and cost effective, and results in increased productivity," said Mr. O'Callaghan.

Lastly, Mr. O'Callaghan stresses the importance of moving forward sequentially, meaning that the new system has to be built carefully and with the certainty that new products and technologies that are brought in have the proper foundation to stand on. This, coupled with cooperation and participation throughout the Department, will contribute to the successful implementation of MassHighway projects. He believes that a good information system will provide the Highway Department some additional "tools" to manage and execute all of its infrastructure improvement projects over the years to come. ♦



# SPATIAL DATA ANALYSIS IN SOCIAL SERVICES

**W**ho are our customers? Where do they live? How do they get around? What's the available transportation? Are there related service outlets nearby? Can we locate potential customers? Where can we lease space where the greatest number of customers travel the least distance? What if we consolidate areas? The above scenario sounds like the process for developing a Wal-Mart but it's not. It is using GIS to locate a Department of Transitional Assistance (DTA) local office.

When most people think of the services available through Geographic Information Systems (GIS), they tend to focus on areas such as wetland mapping or underground storage tanks. But what if you were consolidating service facilities and wanted to assure you were not only making a sound financial decision, but the facility would be located in an area where the greatest number of your customers could utilize its services?

After reading an article about GIS in the March, 1993 issue of IT Monthly, Robert Burgess, Director of Facilities and Operations (F&O) at DTA, saw the usefulness of applying spatial data analysis to facility location decisions. DTA leases 700,000 square feet of office space in 44 locations. With such a large financial commitment, DTA senior management understood the necessity to invest in technology that would assist in these decisions. Thus, Mr. Burgess asked Sandra Donahue of the F&O staff to research GIS and find the appropriate application.

A GIS needs assessment was completed by DTA which highlighted multiple divisional uses. Ms. Donahue, along with F&O and MIS staff spoke to many GIS vendors and users around New England. IT Monthly also introduced the Massachusetts Geographic Information Committee, the source of many experts able to assist Ms. Donahue in her

research. These include Rick Taupier at UMass Amherst, who introduced Ms. Donahue to Raghda Jaber at DCPO, personnel from the MBTA and many others. Ms. Donahue was also able to find a number of GIS users from the University of Connecticut and the Connecticut Department of Social Services who were doing much of what DTA wanted to do.

During her research, Ms. Donahue discovered that some municipalities had purchased GIS software but had stopped using it shortly after purchase. Apparently, there needed to be a plan for training and support in a technology that was not as intuitive as word processing. It was clear that F&O staff needed a GIS expert whose time was committed to learning the technology and assisting non-mappers.



*Map Maker Sandra Donahue points out DTA's service areas.*

DTA decided to use MapInfo, which runs on high end (486+) desktop PCs, recognizing that the ArcInfo used at MassGIS was too big for DTA's purposes. Once Ms. Donahue was set up, she got a download of data on all DTA clients. She geocoded client addresses as well as office locations and built service area districts. Within three months the maps were on-line and usable.

After becoming familiar with GIS capabilities, it was found much more could be done. 1990 census data was incorporated which enabled analysis of financial attributes across the state; the number of people below the poverty level; education levels; single parent households and income from government assistance programs. Transportation options such as streets and MBTA routes were added to aid in location decisions. Now, whenever an RFP is issued by DTA, GIS analysis is integral to its planning and location decision.

With GIS in place, it can and is used to produce maps for

See **SPATIAL DATA ANALYSIS**  
Continued on page 11.



# Who is Doing What with GIS

## EOEA PROGRAMS

The Executive Office of Environmental Affairs includes five departments and numerous offices, many of which possess some GIS capability. GIS activity within EOEA is coordinated through the MassGIS office (617-727-5227 x 322 or 323). Current MassGIS activities include:

- Orthophotography - Developing statewide digital orthophotographic coverage of state at scale of 1:5,000. These black and white images support state, regional and certain local planning applications such as infrastructure and resource mapping. Photography for approximately 40 cities and towns completed to date, more is in process.
- Outreach - MassGIS will assist regional and municipal government with GIS development through: data distribution and exchange, data development, a GIS information clearinghouse, as well as some limited technical assistance. MassGIS will also make available for qualified projects scanning services and portable GPS units.
- Zoning - Municipal zoning districts for approximately 25 towns.
- Hydrography - Completion of 1:25,000 statewide hydrography developed from scanned USGS Quad separates.
- Open Space - Statewide inventory of all public and private outdoor recreation sites and protected open space. Currently 190 towns complete.

### DEPARTMENT OF ENVIRONMENTAL PROTECTION (DEP)

- Wetlands - Detailed wetlands delineated from 1:12000 color infrared images and recompiled onto 1:5000 scale orthophotography. 23 classes of wetlands.
- Solid Waste Facilities - Updating coverage of DEP permitted or registered sanitary land fills.
- Public Water Supply - Updating community water supplies, both ground and surface waters.

### DEPARTMENT OF ENVIRONMENTAL MANAGEMENT (DEM)

- Bay Circuit Trail - Digitize historic Bay Circuit Trail.
- Fire Towers - Produce new fire tower coverage using TIGER data.

- Structures - Developed a point coverage of structures on DEM lands, points will eventually be replaced by building footprints.

### DEPARTMENT OF FISHERIES, WILDLIFE & ENVIRONMENTAL LAW ENFORCEMENT (DFWELE)

- Public Access Points - those designated by the Public Access Board.
- Habitat Mapping - Most notably mapping of Anadromous Fish Runs.
- Rivers Bill Analysis - Analysis on impacts of Rivers Bill.
- DFWELE has developed a detailed Cartographic Screening Model for use in prioritizing open space protection.

### DEPARTMENT OF FOOD & AGRICULTURE (DFA)

- Soils - Statewide soil coverage developed in cooperation with Natural Resource Conservation Service (NRCS) in coordination with MassGIS.

### METROPOLITAN DISTRICT COMMISSION (MDC)

- Parcel Mapping - parcel data collected for MDC watershed communities to assist in implementation of Cohen Bill.
- Seagull Control - Control of water supply contamination from Seagull populations.
- Trail Mapping - Trail maps of large MDC reservations: Blue Hills and Middlesex Fells completed.

### COASTAL ZONE MANAGEMENT (CZM)

- Coastal Access Sites - Developed a point/polygon coverage of public open space and access sites from Metro Boston to the North Shore.

Additionally, Massachusetts Highway Department (MHD) is cooperating with MassGIS on:

- Land Use - Update to 1985 land use for 120 eastern Mass towns. Classification expanded from 21 to 27 land use classes, including both forested and non-forested wetlands.
- Roads - Update to statewide roads coverage.

See **GIS**  
Continued on page 11.



# RESOURCES

## **Videoconferencing Demos**

Under the blanket contract for videoconferencing announced in the Summer, 1995 issue, USTeleCenters is now providing demonstrations of videoconferencing in Room 801 at the McCormack Building, One Ashburton Place, Boston. Videoconferencing is already being used by UMass, the Department of Transitional Assistance, the Massachusetts Commission Against Discrimination, and OMIS (between the Chelsea Data Center and Boston's McCormack Building).

To take advantage of the opportunity to find out how the use of videoconferencing will improve training, enhance administration and save money, call Neil Manausa at OMIS at 617-973-0871 to arrange a demonstration.

## **Kiosk Contractor Chosen**

Unisys Corporation has been chosen to become the Commonwealth's partner in deploying kiosk technology throughout the state. As the result of an extensive pilot, Unisys has been chosen as the best of breed to meet the needs of the Commonwealth. Kiosks will be used to deliver information as well as to allow citizens to transact business with the Commonwealth. OMIS will act as a facilitator between Unisys and any agency that wants to utilize this capability. OMIS and Unisys will begin meeting with organizations interested in analyzing the potential use of the kiosks for transactional and informational purposes.

Unisys Corporation has extensive experience in the design and deployment of public access networks. Unisys kiosk installations range from 12 kiosks in the New York State Department of Social Services to over 300 financial kiosks in Belgium. Unisys public access experience began with the design and implementation of Hawaii FYI -- a state wide public access implementation for the dissemination of information across all of the Hawaiian Islands.

If you are interested in meeting with the Kiosk Team, please contact Bob McInnis at OMIS (617- 973-0011; Bob McInnis@OTP@MIS).

## **Connecting the Commonwealth**

The Massachusetts Access to Government Network (MAGNET) — the Commonwealth's Wide Area Network (WAN) — connects Local Area Networks (LANs) which connect individual PCs. The WAN offers agencies the services of E-Mail, connection to the Information Warehouse, access to the Internet and in the near future, file transfers and electronic funds transfers. For information about 'connecting' to the WAN, call Carol Mobark at 617-973-0738.

## **GACIT Standards**

A revised GACIT Standard for PC Workstations was published in November. The Wiring standard is in the process of being revised and the LAN standard will be reviewed next. Copies of the GACIT standards are available from the Strategic Planning Bureau (WAN Email Elaine Socha@SIB@MIS; Internet Email esocha@state.ma.us; phone 617-973-0865; fax 617-973-0761). The full set of standards is also on the Internet at Gopher.Mass.Edu, OMIS Documents (GACIT Standards). The new PC Standard is available on the World Wide Web at <http://www.magnet.state.ma.us/omis/gacit/> where the full set of GACIT standards will soon be available. ♦



## MITC-Data Centers on The Move

(Continued from page 6)

sen this particular time to lessen the impact on their users. Many students and some faculty would ordinarily not be using the network during the holiday week.

The Office of the State Treasurer moved their data center to MITC in late-January, 1996.

The MITC building, located at 200 Arlington Street in Chelsea, has state-of-the-art security, including a card access system with various levels of access privileges programmed according to individual and agency areas, needs and schedules. In addition to Email, wide area network and Internet connections, MITC has a new ISDN Digital Centrex phone system. The MITC building also contains a 400 person cafeteria and two private meeting or dining areas accommodating 25 and 75 people.

The Department of Capital Planning and Operations (DCPO) oversaw the development of MITC, a 400,000 square foot facility and brought the project in on time and under budget. OMIS Chief Operating Officer Jim Bradford congratulated OMIS staff following their successful move with a statement that applies to everyone associated with making MITC a reality. "It is tremendous that the folks responsible for this endeavor have come through with flying colors," he said. "This is something that we can all be proud of and is a true testament to the Administration's commitment to Information Technology." ♦

## Spatial Data Analysis in Social Services

(Continued from page 8)

other purposes. One recent example is the EBT pilot program in Brockton where DTA's GIS produced maps of ATM and POS locations where EBT cards could be used. The DTA Systems Network has been mapped. Maps were also produced of Employment Services, and Child Care Resources and Referral Districts, and for DMA to present a spatial display of their outreach locations. Other agencies also utilize GIS. DCPO, the oversight agency for all state owned property, uses GIS to map state owned property. Some areas within the DPH are using MapInfo to geocode incidents of diseases and locations of emergency response facilities.

DTA runs MapInfo on a Pentium PC with a Diamond Stealth graphics card and prints on a HP XL 300 Paint Jet color printer. But more important than the hardware and software is having the right staff. It is having a dedicated staffer who knows the program area; who is committed to learn and who will use the GIS as a management tool for analyzing options, presenting alternatives and identifying issues. It is also having a management staff that will understand the potential of this tool and will use what is available to make more informed decisions.

Ms. Donahue is working to set up a Spatial Data Analysis Users Group for social service MapInfo users or others who want to get going with this type of GIS. You can reach her at DTA, F&O at (617) 348-5209. ♦

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## Who is Doing What with GIS (Continued from page 9)

### OTHER PROGRAMS

#### MASSACHUSETTS HISTORICAL COMMISSION (MHC)

- Archeological Sites - Developing a statewide database of prehistoric and historic archeological sites and archeologically sensitive areas to help streamline the archeological component of environmental reviews for transportation projects.
- Historic Sites - Statewide coverage of all properties listed on the state register of historic places. For more information, call Brona Simon or Michael Steinitz at 617-727-8470.

#### MASSACHUSETTS HIGHWAY DEPARTMENT (MHD)

- Engineering Applications - Studying an integrated centralized geographic database system of subsurface engineering and geological data. For more information, call Nabil Hourani at 617-973-8832.

#### MASSACHUSETTS LOW LEVEL RADIOACTIVE WASTES (LLRW) MANAGEMENT BOARD

- LLRW Disposal Facility - Beginning a technical site selection process using MassGIS data. Public workshops to be held in February, 1996. For more information, call Ben McKelway at 617-727-6018. ♦

## **OMIS**

**One Ashburton Place, Room 1601  
Boston, MA 02108**

The *Information Technology Bulletin* is a quarterly newsletter of OMIS's Strategic Planning Bureau. One of SPB's tasks is to act as a clearinghouse for IT information. This publication furthers that goal. Please send correspondence to Managing Editor, Elaine Socha, the Information Technology Bulletin, Room 1601, One Ashburton Place, Boston, MA 02108.

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Photos courtesy of Jerry Shereda  
Next publication: Spring 1996

## **A MESSAGE FROM THE CIO**

As we kick off calendar year 1996, we look forward to an eventful year of progress in the application and management of information technology. Successful technology projects are all about successful change -- new ways of accomplishing our business more effectively and efficiently.

Technological opportunities abound -- in computer-telephony integration, in automated work flow, in kiosk and on-line (World Wide Web) customer service, in EBT and electronic commerce -- to name a few areas. Information technology staff in departments across the Commonwealth are continuously pushing the envelope of technological capabilities and efficiencies.

It is my hope that this year will continue to witness innovation in multi-departmental IT initiatives as well -- with secured data sharing and shared resources -- a hallmark of our ability to work together to improve the operations and image of state government.

Sincerely,

T. Louis Gutierrez



# INFORMATION TECHNOLOGY

## B U L L E T I N

Vol. 2 No. 2

Executive Office For Administration & Finance  
Information Technology Division

Summer 1996

GOVERNMENT DOCUMENTS  
COLLECTION

NOV 15 1996

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### ANNOUNCING THE NEW INFORMATION TECHNOLOGY DIVISION OF THE EXECUTIVE OFFICE FOR ADMINISTRATION & FINANCE

As of July 1, 1996, the functions formerly performed by the Office of Management Information Systems (OMIS) have been taken over by the new Information Technology Division of the Executive Office for Administration and Finance.

The Information Technology Division of A&F is statutorily charged with responsibility to:

- Set information technology standards;
- Review and approve secretariat and department information technology strategic plans;
- Be involved in the planning, design, and operation of information technology systems;
- Manage central information technology systems, as well as the Commonwealth's mailing operations; and
- Carry out such functions as the Secretary of Administration and Finance deems necessary for the efficient and economical administration of information technology systems.

The new Information Technology Division of A&F results from government reorganization implemented by the administration and legislature in the Fiscal Year 1997 budget. The Information Technology Division is here to help foster the sound application of computing technologies to improve government services. Louis Gutierrez is the Division Director. ♦



# GOVERNOR WELD NAMES JOSEPH GALLANT EOHHS SECRETARY

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n July 8, 1996, Governor William F. Weld named Joseph Gallant as the new secretary for the Executive Office of Health and Human Services (EOHHS).

Secretary Gallant, a Revere resident, is a 37-year veteran of the Department of Transitional Assistance (DTA). Appointed Commissioner at DTA in May of 1991, Mr. Gallant has held nearly every job in the department.

Secretary Gallant has a bachelor's degree in social science from Boston College, a master's degree in social work from Simmons College, and has completed a course in public management at the John F. Kennedy School of Government at Harvard University.

Secretary Gallant replaces Gerald Whitburn who served as EOHHS secretary from January, 1995 until he resigned last month. EOHHS is the single largest cabinet secretariat, with a combined budget in its various agencies of more than \$8 billion and 25,000 employees.

*"I am extremely proud the governor has asked me to take on this job. This administration has a record of reform and innovation in human services - and a proud record of delivering those services - that I intend to carry on,"* Secretary Gallant said. ♦

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# INFORMATION TECHNOLOGY

## B U L L E T I N

Vol. 2 No. 2

Office of Management Information Systems  
Strategic Planning Bureau

Summer 1996

### HEALTH AND HUMAN SERVICES TOUTS IT COORDINATION

Among all of the Secretariats in state government today, one of the most aggressive in utilizing Information Technology has been the Executive Office of Health and Human Services (EOHHS). With past on-going initiatives in programs such as Electronic Benefits Transfer (EBT), Benefit Eligibility and Control On-Line Network (BEACON) and FamilyNet (formerly known as SACWIS), EOHHS is showing its commitment to utilizing IT to make its agencies more efficient and customer oriented.

But with successful beginnings come additional challenges. EOHHS Secretary Gerald Whitburn has set his sights on making sure that as his secretariat continues to accelerate its modernization process, it is done on a coordinated basis. "We need everybody on the same page," he notes. With 16 departments and agencies, a budget of over \$7 billion and over 23,000 employees, this is the largest and most diverse Secretariat in Massachusetts Government.

"Our vision is that all agencies will talk and have access to each others' data base -- while still preserving the confidentiality and privacy of our clients which is required under law," said Secretary Whitburn.

To help carry out his IT vision for EOHHS, Secretary Whitburn has instructed EOHHS Undersecretary John R.

Ford and EOHHS Chief of Staff Alan Steinert, Jr. to work with the Commonwealth's Director of Information Technology and Chief Information Officer Louis Gutierrez. This triumvirate has already convened a working group to focus the efforts of EOHHS departments through the development of a common client identifier.

"We are moving to identify all of our clients and view them across various EOHHS agencies such as the Department of Social Services or the Department of Transitional Assistance," said Secretary Whitburn. "A report like that has never been done and will help us begin to understand the technical, organizational, philosophical and ethical problems associated with sharing data between departments." He expects that the client identification will be completed by early summer and hopes to then move to a point sometime in the very near future where electronic exchanges of information are possible between agencies.

"We want to develop a system that facilitates the servicing of clients, and data processing can be a means to that end," said the Secretary. "We want to streamline and simplify the handling of client information. For example, if someone calls with a family problem, it can cover a wide spectrum of agencies. Data processing can benefit the client by

helping the person answering the telephone navigate the client through the system in a more efficient manner."

Secretary Whitburn said that discussions have already started on establishing a common data dictionary to be used by EOHHS departments. Areas to be covered include things as basic as making sure that client names are entered the same way in all applications. He is hoping to identify this common system by the end of the summer. "We don't want to inhibit agencies from developing their

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HUMAN SERVICES**  
Continued on page 11.

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# FIRST PHASE OF DISTRICT ATTORNEYS' OFFICE AUTOMATION PROJECT COMPLETED

Providing better technical capability to the Commonwealth's Assistant District Attorneys (ADAs) is the goal of an ongoing, multi-phase project that is being funded through the state's Information Technology Bond.

Reaching this goal has proven to be a complex issue. The computer systems were severely undersized for the user communities they served and, in many counties, the maximums for both hardware and software have been reached. These problems affect both the quality and quantity of the information that is available through the computer systems. In addition, the existing computer resources are focused on support staff, meaning most ADAs do not have direct access to a computer. The ADAs cannot directly access the DA case management system, other agency data bases or PC applications. Each of these has the potential to provide the ADAs with information that could make them more effective prosecutors.

Since there was no growth potential in the existing systems, it was decided to change the technical environment. The first phase of this three phase project was to convert the existing minicomputer environment to PC LANs and was completed under IT Bond I. During this phase, the hardware and software were provided to help increase the productivity of the ADAs, victim/witness advocates, investigators, support and other staff members. The following goals were accomplished in Phase I:

- Installation of computer equipment in over 100 locations where District Attorney staff work.
- Installation of 58 servers throughout the organization.
- Installation of over 1,300 desktop PCs.
- Conversion of telecommunication services.
- Installation and upgrading of the cabling infrastructure.
- Installation of standard office automation software applications: E-Mail, word processing and spreadsheet.
- Completed technical training for MIS staff.
- Completed end user training in office automation applications.
- Implemented prosecutorial tools (legal and investigative research) on the LAN.
- Completed connection to the Wide Area Network (WAN).
- Maintained connection to the Attorney General's Office.

With the completion of Phase I "we are now in a position to move forward," said Massachusetts District Attorneys Association Technical Director Margaret E. Sullivan. "IT Bond I put the infrastructure in place and now we have a point of reference." Ms. Sullivan said that the second phase of the office automation project is the design and implementation of a case management system to replace the existing application.

Ms. Sullivan said that upgrading the case management system under IT Bond II will have a significant impact on the work of the ADAs. "The existing application is not user friendly and requires intensive training," she said. "Resources are now focused on data entry by MIS staff and we want to give the attorneys better access." This access, she concludes, will lead to better tracking of cases and more efficient use of the ADAs time, allowing the entire system to do a better job. ♦



# Trial Court To Begin Upgrade

In November, 1995 the Legislature approved a \$75 million bond bill to automate the state's Trial Court. This money will be used to substantially upgrade and unify the scattered, fragmented information technology environment in the court system. The Trial Court's Director of Information Technology, Richard Duggan, said that the genesis for the court automation project started several years ago. "The court has had some applications running on a mainframe for over a decade. We've also had various bits and pieces of automation undertaken and implemented around the court system," he said. "The problem we saw was that various departments, and even divisions within departments, were attempting to automate without coordination with other departments."

An example of this lack of coordination was the different systems that various departments were using. The Commissioner of Probation has probation-oriented applications operating on a Unisys mainframe. The Juvenile Court Department implemented a custom case processing system running on Data General minicomputers. The Superior Court Department selected applications running on UNIX systems as did the Boston Municipal Court Department. District Court Department, on the other hand, selected an AS/400-based application for a pilot case processing application. Housing and Land Court Departments use applications developed for a local area network environment. "There was a tremendous lack of sharing of information and a lot of reinventing of wheel," said Mr. Duggan.

This situation led the Chief Justices of the Trial Court and the Supreme Judicial Court to begin a concerted effort to develop an automation plan encompassing the entire Trial Court. The goal of the resulting IT plan, captured in a December, 1993 draft, was to "develop a comprehensive plan for the integration of information technologies into the business of Trial Court," to address the operational needs of the Trial Court departments, address the management needs of the Trial Court, and to improve the overall effectiveness and efficiency of the judicial branch. In putting together the plan, the Administrative Office of the Trial Court conducted an extensive review of operations and systems for the entire court system. The plan that resulted calls for implementation over a five year period of a vendor-neutral, standards-based computing environment that will ensure portability of applications and skills and scalability of systems. The environment will depend on a se-

cure, highly available network connecting systems and ensuring individuals access to all services which they are authorized to use, that comprehensively automates the Trial Court.

The plan was also based on a number of precepts that will guide its implementation. The Trial Court's *Integrated Information System Plan* lists these as:

- The entire system must be user-centered, providing users with the tools needed to do their work and making access to and use of the tools as effortless as possible.
- All elements of the system must be available to users wherever and whenever needed.
- The system must be flexible, anticipating that requirements will change over time as business needs, legislation, technology, and the demographics of the population shift.

- The system must be affordable and expenditures should be made with a view to the future. Expenditures must provide a system that can grow and adapt over time to changing needs without becoming unmanageable or unmaintainable.

The vision statement states, "The end result of the system implementation will be the establishment of a 'computing utility' for the Trial Court. It will be analogous to the telephone and electrical services you use every day. You don't need to know how the system works or where the services originate -- you only need to know how the phone operates or which switch to use."

Mr. Duggan said that the project is in the pre-implementation stage and the Trial Court is currently waiting for enactment of the terms legislation required for funding to become available. In the meantime, the Administrative Office of the Trial Court continues to work on the long-term and short-term steps that will need to be taken to implement the plan. One of the first short-term steps will make notebook or desktop computers available to all judges as quickly as possible. "Computers have become the pencil and paper of the 1990's. Our judges should not be denied these basic tools," said Mr. Duggan. After providing judges with computers, the focus will turn to providing Clerks, administrative assistants, and law clerks with desktop computers that will allow them to use word process-

**"COMPUTERS HAVE  
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BASIC TOOLS."**

**RICHARD DUGGAN  
TRIAL COURTS DIRECTOR  
OF INFORMATION  
TECHNOLOGY**

See **TRIAL COURT**  
Continued on page 10.



# IT Bond II Update:

## Progress on the Mini-Bond

*Following the success of the IT Bond Bill of 1992, the Massachusetts House of Representatives and the Senate last summer passed and Governor Weld signed a \$55 million mini-bond bill for the five projects described below.*

### FamilyNet (previously called SACWIS)

This project will automate and integrate Adoption and Foster Care programs within the Department of Social Services (DSS). It will automate child abuse and neglect record keeping, case management, eligibility determination (for Title IV of section 479(b)(2) of the Social Security Act), and improve the efficiency and effectiveness of overall child welfare administration (Title IV-B&E). The project will also automate and integrate child protection with the child welfare systems.

The progress of this project is concentrated in two areas.

1. DSS has rolled out equipment to 26 of the 30 DSS sites. WAN and all field staff received training in Windows 95 and Office 95. The final stages of the office automation phase of this project will include Beyond Mail and CaLANder training.
2. In March, DSS signed a contract with Deloitte and Touche and on April 1st the Project Team moved into the Project Site at 286 Congress Street. The Project Team and the Department are now reviewing the Requirements Deliverable and have begun the Design/Prototype phase of the project.



*DSS' Patricia Wada and Commissioner Linda Carlisle enjoy the Open House at FamilyNet's new Project Site with guests Jini Bradford, Lou Angeloni and Jerry Shereda of OMIS.*

### Consolidated Licensing Information System

A goal of the Executive Office of Consumer Affairs (EOCA) is to provide information and services to the businesses and citizens of the Commonwealth as quickly, easily and efficiently as possible, and to reduce the regulatory burden of the professional licensing process. To accomplish this goal, EOCA plans to use information technology to streamline and consolidate the tracking, licensing and document management systems for its agencies. Last summer's mini-bond bill funded \$525 thousand for the initial phase of this \$4.3 million project.

Governor Weld's re-organization initiative recommended the consolidation of EOCA's licensing functions as well as the licensing functions of several other State agencies in the proposed Division of Licensing and Regulation. This initiative emphasized the importance of providing easily accessible and efficient licensing services to citizens in a uniform and consistent manner. With the intent of broadening the scope of the original project to include as many licensing functions as possible, last fall EOCA conducted a requirements analysis to identify a technical approach to best support the consolidation of similar licensing functions and processes across its agencies. The technical approach thus identified is a multi-tier client/server architecture that separates the user interface, business rules and data layers. This flexible architecture will most easily support the consolidation of licensing functions from any number of entities over time, and will provide a blueprint for building systems that facilitate sharing of information and consolidation of licensing functions across the Commonwealth.

EOCA has released an RFP to seek a vendor to implement this technical architecture in one of its agencies and to provide licensing information to the public via the Internet and over the telephone using voice response technology. When a contract has been awarded later this summer, EOCA will have committed the \$525 thousand of mini-bond funds plus a dedicated pool of operating funds to complete the first phase of the project. Additional IT Bond II funds will be required to complete the project's subsequent phases.

See **IT BOND II UPDATE**

Continued on page 11.



# IT BOND II: PUBLIC SAFETY PROJECTS

*Out of the many projects included in the IT Bond II package, the House Committee on Science and Technology selected the subset of Public Safety projects for handling in a separate bill. These projects are described below.*

## **District Attorney Automation Project**

This project is a continuation of the initiative begun in 1993 begun under IT Bond I (see story on page 2).

## **Integrated Criminal and Legal Justice Information System**

This project calls for the development of a pilot Integrated Legal and Criminal Justice Information System in a regional implementation, done in conjunction with the appropriate state and local law enforcement and legal justice agencies. The project will include installation of required hardware and software in all participating local law enforcement agencies, including the DA's Office, the Trial Court, and the Correction and Probation Departments. It will also include Computer Aided Dispatch, Records, Incident Based Reporting, and the required data communications gateway to enable the import and export of data among the appropriate state and local law enforcement and legal justice agencies.

## **Firearms Licensing & Imaging Project (FLIP)**

This project will enable the modernization of the Commonwealth's Firearm Record Bureau (FRB) and the issuance of Licenses to Carry, Federal Identification Cards and gun sales. The new sys-

tem will use a computerized central data base and will utilize the RMV's new Data Imaging and Licensing equipment to produce tamper-proof licenses with electronic signatures and photo scanning, fingerprints and magnetic strips. The new system will allow FRB to communicate with the courts and local, state and federal law enforcement agencies.

## **NCIC-2000**

This Criminal History Systems Board initiative will replace the "dumb" terminals on the CJIS network with intelligent work stations. These work stations will enable the systematic implementation of NCIC-2000 functionality (e.g., imaging technology for electronically exchanging photographs and fingerprints). They will also permit the exchange of email carrying warrants, complaint reports and other information, as part of a Commonwealth integrated criminal justice system.

## **State Police Information Network (SPIN)**

This project will create a State Police network integrating various shared and local data bases. The network will include automated arrest processing, contraband and controlled substance inventory, case tracking, court order and warrant processing, vehicle management and automated tow logging, etc. The project will support NCIC-2000 requirements and the transmission of fingerprint and mug shot images. Positive identification of detainees through accurate electronic fingerprint sharing will help prevent the premature release of criminals and wasteful searching for criminals already in custody. Mobile terminals will prov-

ide the officer in the street with access to local and national criminal data.

## **Re-Engineering CJIS**

The mission of the Criminal History Systems Board is to serve as the hub for information services for the law enforcement and criminal justice community. It also seeks to provide the infrastructure to support the electronic exchange of information in an integrated system. The goal of this initiative is to position CJIS to serve as the hub while re-engineering its software to meet open systems standards, and to accommodate new federal standards and use requirements (NCIC-2000, the Brady Act, the National Child Protection Act and the Interstate ID Index, etc.).

## **DOC Inmate Record Imaging/Archiving**

This initiative will allow the Department of Correction to set up LANs at those facilities and institutions that are not yet connected to the state's Wide Area Network. Once the network infrastructure is in place, DOC will implement a prison management application that will electronically track inmates and schedule their movement, as well as their classification, program attendance, medical evaluation, etc.

See **PUBLIC SAFETY MINI-BOND**  
Continued on page 10.



Last June, the Massachusetts Access to Government Network (MAGNet) server on the World Wide Web got 62,000 hits in a one month period. This May it had over 700,000 hits.

When you access the MAGNet HomePage (<http://www.magnet.state.ma.us>), here is what you will find:



**WHAT'S NEW:** This is a list of new and updated material posted to the Web site during the current month, with links to lists of new materials from prior months.



**MASSACHUSETTS GOVERNMENT:** This is a hierarchical map of state government organizations.



**GOVERNMENT SERVICES:** This arranges information provided by Commonwealth agencies by subject; e.g., children, employment, transportation, etc.



**REFERENCE SHELF:** This section lists publications of Commonwealth agencies by type; e.g., maps, press releases, legislation, regulations, staff directories, etc.



**FORUMS:** These are links to Commonwealth materials and other pertinent sites for specific audiences; e.g., consumers, procurements, research, etc.

Also provided is help and a list of other useful Web and gopher sites; for example, Weather Browser, Subway Navigator, NYNEX Yellow Pages, Zip Code Directory, etc.

The hottest items during April were Massachusetts Tax Forms & Publications and Tax Help & Filing Information (<http://www.state.ma.us/dor/>). Another popular site has been the Registry of Motor Vehicles Home Page (<http://www.state.ma.us/rmv/>) where information is available about licenses, registrations, fees, suspensions, titles and Registry office locations.

Other recent hot sites have been Governor William Weld's budget recommendations for Fiscal Year 1997, (<http://www.state.ma.us/bb/fy97h1/>) and the Great and General Court's Legislative Tracking System (<http://www.state.ma.us/legis/>). Massachusetts Web sites offering information about recreation have been very popular. These sites include the Department of Environmental Management's Forests and Parks (<http://www.state.ma.us/dem/>), and the MDC's Reservations, Seasonal Events and Activity Guide (<http://www.state.ma.us/mdc/>). There is also a Travel and Tourism site (<http://www.state.ma.us/travel/>) with information about areas in Massachusetts that are popular with visitors and the Massachusetts Turnpike's listing of Visitor Information Centers.

Information on communities in Massachusetts is provided by two sources. The Department of Revenue's Division of Local Services publishes "At A Glance" reports containing mostly financial information about each city or town. The Executive Office of Communities and Development publishes Community Profiles that contain descriptive, demographic and financial information. Links to these and other information for communities (e.g., DET's employment figures) can be found in the Local Government Forum (<http://www.state.ma.us/locgovt.htm>).

Many agencies are hoping to move away from dial-in bulletin boards; others hope to reach a broader audience for public information without on-going and increasing costs. ♦



# Who's Doing What with Videoconferencing

## Hearings and Meetings Without Travel

One of the first departments to install videoconferencing capability in support of their activities is the Department of Transitional Assistance where videoconferencing is helping DTA to meet their legal requirements for hearings. They have installed PictureTel Venue 2000 machines in Boston, Salem and Springfield. Use of the machines enables staff in Boston to conduct hearings in Springfield without the time and cost of travel. The legal staff is also using the equipment to take depositions remotely. With the equipment in place, it is also used for administrative meetings. In all of these usages, experience has shown that fewer hearings and meetings are canceled because someone cannot be in Boston at the appointed time. With the savings of time and expense for travel and fewer canceled events, videoconferencing is making a difference in the efficiency of DTA's operations.

The Massachusetts Parole Board and the Massachusetts Department of Correction (DOC) have introduced the use of videoconferencing to conduct parole hearings for prisoners incarcerated in Texas due to overcrowding in Massachusetts' prisons. In point-to-point videoconferences between the Parole Board's Boston office and the Dallas County jail in Texas, the Board each month conducts parole hearings for prisoners incarcerated in Texas. This use of videoconferencing avoids the costs of staff and inmate transportation, as well as the inherent security risks of transporting prisoners, while allowing the Parole Board to process parole hearings in a

timely, effective and efficient manner despite the fact that inmates are many miles away. In the future, the use of this technology is expected to expand to other DOC institutions and also will be used to allow the families of victims of fatal crimes to participate in parole hearings. Correction officials will soon approach the courts in the hopes of using videoconferencing for conducting inmate court conferences, bail and probate hearings, and civil litigation.

With their data center now located in Chelsea, Office of Management Information Systems (OMIS) staff at MITC find that videoconferencing can provide a big productivity boost for their many meetings with users in downtown Boston. The meetings tend to start on time without the delays caused by transportation problems. The meetings also tend to be more focused and shorter, although required documents have to be distributed in advance. OMIS staff at MITC use videoconferencing to conduct regular weekly and monthly meetings with: DTA staff who have their own videoconferencing facilities, Department of Medical Assistance (DMA) at China Trade Center whose staff go to Ashburton Place, and the Comptroller's Office at Ashburton Place. In other circumstances, videoconferencing has been helpful in troubleshooting problems involving staff in several agencies. Adjustments required in the use of videoconferencing include occasional disconnects and confusion due to the slight time lag, especially when several people are talking at once.

Other organizations that have installed videoconferencing include the Massachusetts Commission Against Discrimi-

nation, all five campuses of the University of Massachusetts, the Department of Mental Health, and Bridgewater State College.

## Multipoint Conference Links Five Cities

In February, 1996, the University of Massachusetts President's Office coordinated a multipoint conference that brought together five separate sites within the Commonwealth. The conference, titled "Beyond Rhetoric: The Impact of Education Reform on Urban Schools", was convened by Representative Shirley Owens-Hicks, Chair of the Joint Legislative Committee on Education, Arts and Humanities. The participating sites were in Boston, Fall River, Lowell, Worcester and Springfield. Attendees represented private citizens, the Legislature, and local school districts. The multipoint hookup was made possible through the use of a multipoint control unit (or "bridge") located in PictureTel's Danvers corporate offices, with bridge time donated by PictureTel. The videoconference demonstrated how geographically scattered parties can participate in a conference without having to travel to a central location.

## Demonstrations Available

Over 40 organizations in state government have seen PictureTel's video-conferencing equipment demonstrated at One Ashburton Place in Boston. Included in this were many organizations from the Executive Branch, the Trial Court and the MBTA. To find out how the use of videoconferencing will improve training, enhance administration and save money, call Neil Manausa at OMIS at 617-973-0871 to arrange your demonstration. ♦



*This is a continuation of two stories that appeared in the Winter 1996 issue of the Information Technology Bulletin containing descriptions of GIS projects at many different agencies.*

## **Executive Office of Communities and Development (EOCD) Programs**

EOCD's Division of Community Services (DCS) has been using GIS for over three years. Initially, MapInfo was used to conduct demographic analysis and to map the agency's various programs. Since April of 1993, DCS expanded their role by providing a wide range of technical assistance to local communities on GIS implementation. They have also provided information on software and hardware options, and at times, acted as a facilitator helping towns with their data, software, and/or hardware decisions. Under the municipal Incentive Grants Program, there are funds available for hardware and software purchases, as well as for various GIS related studies.

Currently, DCS is using three software products: Intergraph MGE for Windows NT, MapInfo Professional 4.0, and ArcView. By using different software packages, DCS is able to speak from experience when responding to inquiries from communities on the functions of the different packages that are available. DCS is still conducting demographic analysis, as well as creating thematic maps to analyze how new regulations and/or policies could potentially

effect the communities that they serve. For example, when the new Title V regulations came out they were immediately able to see how many communities would be affected. By using existing data on the percent of sewer capacity that is available in each town and by mapping this information, DCS could see which towns would be impacted (those that had little or no municipal sewage treatment). This enabled DCS to assist the towns that needed the most help.

Last year, DCS conducted a survey of the towns on GIS usage, then used the

data in their technical assistance efforts and supplied the results to other state agencies. DCS was a co-sponsor of last year's GIS conference in Marlborough that was attended by over 200 people and they co-sponsored this year's event held in Taunton in May.

For additional information, call Mark Ricketson at 727-7001 x412.

See **GIS UPDATE**  
Continued on page 9.

# NSGIC



*National States Geographic  
Information Council*

## **6th Annual Meeting SHARING RESOURCES AND SOLUTIONS**

**September 14-18, 1996**

**Doubletree Hotel • Tucson, Arizona**

***Sponsored by***

**ESRI • Intergraph • Space Imaging • Trimble Navigation**

***Guest Speakers***

**Gary Nabhan • Lt. Col. M. Richard Clifford, NASA  
Tony Freeman, Jet Propulsion Laboratory • Bill Northover, IGC President**

**For more information call NSGIC at 603-643-1600**





# UPDATE:

## RMV Move and DOR Additions

Effective May 15, 1996, Ralph Ragucci has been appointed to the position of Data Center Director at the Massachusetts Information Technology Center (MITC), where he will manage IBM-compatible mainframe operations and all other MITC-based Data Center services provided by OMIS and RMV staff units. Mr. Ragucci was formerly Director of Network Operations for the Registry of Motor Vehicles. He has a wealth of management experience - managing technical and computer operations, assisting with field communications, assessing and developing hardware and software acquisition strategies, and managing multiple vendors in a complex, high availability, data center environment. This background will serve as a solid foundation for taking on this new, more important role with the recent co-location of OMIS and Registry IBM mainframes at Chelsea MITC.

MITC is the largest data center in state government and one of the most modern in the Northeast. MITC now houses the computer data centers for five organizations in Massachusetts state government: the Criminal History Systems Board (CHSB), the Department of Revenue (DOR), the Office of Management Information Systems (OMIS), the Office of the State Treasurer and the Registry of Motor Vehicles (RMV). It also

houses the Massachusetts Education Computer Network (MECN). After all planned moves are completed, the building will house approximately 1,200 state employees.

DOR began the move to MITC last fall. The first division to relocate was the Processing Division, then joined by the agency's applications programming group in mid-April, 1996. Their customer service staff will move to MITC in June.

The RMV data center also moved to MITC in mid-April, joining the OMIS data center which has the same type of mainframes. RMV executed an asset swap of their CPU when they moved from Ruggles to MITC, a situation which enabled the "move" on Sunday, April 14, 1996, with only one hour of downtime between the shut down at Ruggles and being up and running at Chelsea. This was especially important to state and local police who might have needed to access RMV data regarding drivers' licenses or vehicle registrations. Seventeen RMV staff people moved to Chelsea including: systems, operations and production control staff. This staff supports the Registry's licensing system, car dealerships, insurance companies, and the links to national driver data bases and other state and federal government agencies. ♦

## GIS Update

(Continued from page 8)

### Executive Office of Environmental Affairs (EOEA) MassGIS Program

MassGIS Data Viewer: In a continuing effort to provide Geographic Information System (GIS) data and services, EOEA and MassGIS have developed a low cost GIS software application. Based on the popular desktop GIS package, ArcView, developed by the Environmental Systems Research Institute, the Data Viewer provides several key enhancements designed to make it easier for users to work with spatial data. The Data Viewer can be used either as a low cost introduction to GIS for those communities or organizations unable to afford higher priced software products or as a training tool for

those who already have purchased the software on which the Data Viewer is based and would like to learn more about how the Data Viewer was developed. The MassGIS Data Viewer will be available to interested parties at low cost in the near future. Custom CDs will be available that will bundle the Data Viewer with subsets of MassGIS data, enabling users to obtain all data available for a specific geographic or political region of choice such as a city or town.

For more information, call MassGIS at 617-727-5227 x323. ♦



# RESOURCES

## Position Papers Available & Planned

OMIS has issued position papers on Relational Data Base Management Systems (RDBMS) and on Windows 95. These are also available on the World Wide Web at <http://www.magnet.state.ma.us/omis/gacit/> or on paper from Jerry Shereda (Jerry Shereda@SIB@MIS or jshereda@state.ma.us or 617-973-0814).

Topics planned for future position papers include The Year 2000 and E-Mail.

## GACIT Standards

A revised GACIT Wiring Standards and Guidelines document will be published in July. The LAN standard will be reviewed next. Paper copies of the GACIT standards are available from the Strategic Planning Bureau (WAN email Elaine Socha@SIB@MIS; Internet email esocha@state.ma.us; phone 617-973-0865 or fax 617-973-0761). The full set of standards is also available on the World Wide Web at <http://www.magnet.state.ma.us/omis/gacit/>. The full set of GACIT standards is also accessible on the Internet from Gopher.Mass.Edu, OMIS Documents (GACIT Standards). ♦

## Trial Court (Continued from page 3)

ing applications and spreadsheets and to conduct legal research. During a transition period in the first two years of the plan implementation, while the court system selects application software which meets its business and technical requirements and begins deployment of that software, the Trial Court will leverage its warrant management system as a tactical platform with which to deliver initially some of the basic automated services envisioned in the plan.

In the long term, Mr. Duggan envisions a network infrastructure that meets the goals stated above from the IT Plan. "The underlying assumption is that the older systems, including the warrant management system, will be phased out, giving way gracefully to the next generation of systems," he said. "It is important that we select the proper software for the long-term since that software must address the many common requirements across court departments while respecting and responding to unique needs in the different departments. It also must ensure access: judges and court staff need the information services required to do their work, whether these originate from court systems or from other agencies; and, agencies outside the judicial branch have similar need for access to information and services which may originate in the court system. We don't want to find ourselves in a box in the future created by software or systems which interfere with adapting to new demands for services or information." ♦

## Public Safety Mini-Bond

(Continued from page 5)

### Public Safety Technology Training Centers

The Executive Office of Public Safety in conjunction with its training arm, the Criminal Justice Training Council (CJTC), plans to implement a network of computer training centers across the state to provide training to public safety professionals. The labs (upgraded and expanded CJTC sites) will provide training in these applications and technologies: computer aided dispatch, records management, automated fingerprint identification, mobile data terminals, booking systems, criminal history, automated license and registration systems, local area networks, office automation, and the Internet.

### MBTA Police Automated Booking System

The MBTA Police Department, in conjunction with OMIS, will automate their arrest bookings by expanding access to the new and successful Boston Police Booking System. ♦



systems," he said. "But it is incumbent on us to find a way to communicate with each other."

"The different levels of development among EOHHS departments demonstrates the need to bring people from these departments together," said Secretary Whitburn. "Our goal is to embrace the various programs without in any way retarding their in-house creativity and forward movement. We want to encourage communication and a seamless system for our Secretariat" ♦

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## IT Bond II Update (Continued from page 4)

### DMR Case Tracking

A goal of the Department of Mental Retardation (DMR) is to make its services more consumer centric and to develop and renew contracts to meet the needs and satisfaction of the consumers being served. The Service Coordination POS Integration initiative will meet this goal in a way that integrates service planning, purchase of service, and service evaluation through the use of the dynamic work group software Lotus Notes. The ability of Notes to securely share information among geographically and functionally diverse work groups will make available to regional planning, procurement and quality enhancement staff the plans and goals of local consumers and locally based POS providers.

Of the \$1.44 million allocated for the project, DMR has so far spent approximately \$175 thousand on Notes licenses and on a plan to convert their email system to Notes enterprise wide. They have purchased the full mail infrastructure, are currently rolling out the mail application, and are prototyping some additional applications.

### IDSS (Image-Based Decision Support System)

A strategic initiative of the Department of Procurement and General Services (DPGS) is to improve procurement in the Commonwealth. DPGS has planned two efforts to serve this initiative: the Commonwealth Procurement Access and Solicitation System (Comm-PASS) and the Procurement Desktop. Since the mini-bond funded \$1 million of the requested \$2.4 million, DPGS is using this funding to implement Comm-PASS.

Comm-PASS is a joint effort of DPGS, the Massachusetts Highway Department (MHD) and the Division of Capital Planning and Operations (DCPO) to improve access to procurement opportunities with state government by using the Internet. This read-only application will provide vendors, political subdivisions and the general public with purchasing information such as: advertisements for solicitations, solicitation documents, vendor award notices, etc. A working copy of the system was set up on the Internet in May and it will be fully functional by the end of FY96, with outreach efforts, demonstrations and training occurring through the summer. A full roll-out of the system will be presented in mid-September.

### MAGNet (Massachusetts Access to Government Network)

MAGNet is the statewide, high speed communications infrastructure under development for the Commonwealth's business operations and economic health in the 1990's. MAGNet is physically evolving to include not only the 20,000 desktop computers of state government information workers, but also the general public through its expanding World Wide Web offerings. MAGNet will transform the way the Commonwealth does business: by providing the network infrastructure and the common application services that will enable the state to deploy "self-service" government transactions for a wide variety of goods and services.

The several components of the MAGNet effort include:

- WAN Expansion will connect state agencies' local area networks (LANs) to the Commonwealth's wide area network (WAN) to enable exchange of email and access to mainframes, the data warehouse, and the Internet.
- CommonHelp will provide a structured, formal help desk for information technology users in the Commonwealth, assuring satisfactory follow-up on requests and problems.
- Communication Bridge will provide a common application service to enable sharing of data among diverse systems by using standard message sets, protocols and services.
- World Wide Web Transactional Pilot is intended to pilot specific opportunities for deploying transactions on the WWW; e.g., purchasing a special license plate, etc. ♦

## OMIS

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The *Information Technology Bulletin* is a quarterly newsletter of OMIS's Strategic Planning Bureau. One of SPB's tasks is to act as a clearinghouse for IT information. This publication furthers that goal. Please send correspondence to Managing Editor, Elaine Socha, the Information Technology Bulletin, Room 1601, One Ashburton Place, Boston, MA 02108.

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## A MESSAGE FROM THE CIO

The intensity and breadth of press coverage about the Internet certainly makes one wonder whether we are dealing with a long-term growth market or a fad of incredible proportions (remember how CB radios were once destined to be in every car?). I think we should get set for the long-term. The Internet is popular because, among other things, it leverages a common and cheap technological infrastructure (TCP/IP connections, Web or Mail/News clients) with an ever expanding realm of value-added information and services. The Commonwealth can and will continue its use of the Internet for publishing information, and will begin this summer to allow certain types of two-way transactions with outside entities using the Internet.

For those of you on the state wide area network (MAGNet), I hope you will pay a visit to a new Intranet Web Site:

<http://www.eoaf.state.ma.us>

It is the official Administration & Finance Web site intended to be of assistance to Commonwealth departments, with information about Administrative Bulletins, special projects, and A&F departments.

Sincerely,  
T. Louis Gutierrez



# Web Page Development

A collaborative effort is underway to make Web sites usable by all customers of the Commonwealth. The Information Technology Division, Office on Disability, Commission for the Blind, Assistive Technology Project and the Governor's Disability Coordinating Council are working together towards this goal.

*How should a Government agency get its message out to the public?*

- ◆ Some of the people you serve may not understand the pretty icons, graphics, and creative text which look so interesting to some of us. About one in five of your customers probably has a disability and may experience difficulty in using your Web page.
- ◆ Did you know you can power up your page to make sense to many more customers and do it easily and, in most cases, without extra cost? Never mind the myriad of state and federal laws requiring accessibility; the truth is, you want to reach them as much as they want to reach you.
- ◆ Check out <http://www.trace.wisc.edu> and browse through the many resource documents to assist you to put more power of access in your Web pages.

**INFORMATION TECHNOLOGY DIVISION**

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**One Ashburton Place, Room 1601  
Boston, MA 02108**



# INFORMATION TECHNOLOGY

## BULLETIN

Vol. 2 No. 3

Executive Office For Administration & Finance  
Information Technology Division

GOVERNMENT DOCUMENTS  
COLLECTION

Fall 1996

JAN 31 1997

## Environmental Secretary Sets Goals for Future IT Use

Secretary of Environmental Affairs, Trudy Coxe has established a number of goals that utilize Information Technology to help better manage the Commonwealth's environment. With more than 17 years of leadership as an environmental activist, Secretary Coxe has been part of the evolution of the environmental movement and recognizes the importance of IT.

As Secretary, Ms. Coxe leads five agencies (the Departments of Environmental Protection; Environmental Management; Fisheries, Wildlife, and Environmental Law Enforcement; and Food and Agriculture; and the Metropolitan District Commission) and has emphasized the concept of more protection and less process. She has established three priorities for the Executive Office of Environmental Affairs (EOEA) that encompass her vision of future environmental management. These priorities are: resource protection, streamlining of the environmental regulatory process and the promotion of 'green' business. Each of these priorities can benefit from the use of Information Technology.

In particular, the use of Geographic Information Systems (GIS) will play an important role in future environmental management practices. Secretary Coxe notes that over the last four to five years there has been an evolution in managing

the environment away from the traditional 'command and control' methods. "Water, waste water and sustainable growth will each take on a different scenario in the coming decades," she said. "The focus will be on managing the environment by managing the watersheds. We need to know the impacts of where we build new roads, homes, schools and businesses."

In order to do this, the Secretary said that IT will play a major role that will begin with the continuing development of GIS. The Secretary said that the use of GIS will allow her agencies to map wetlands, soils, habitats, structures, roads and water quality, and bring all of the information together in an integrated system. That, in turn, will allow local and state agencies and the business community to make informed decisions on how to best manage future development activities. For example, a developer may soon be able to call up by computer a map showing the natural resources in a particular area. Included will be a model that shows how discharges will impact a water body. In that way, the planner or developer will be able to make an informed decision before a substantial investment is made.

As stated in a recent EOEA planning document, "A shared basemap and GIS software will make it possible for state

agencies to take advantage of the effort to maintain land records, for local officials to receive technical assistance, and for the private sector to benefit from

easy access to land ownership records. This data resource would support the concept of one-stop permitting, since so many permits relate to geographic contiguity."

"There is no doubt that the development of GIS will play a major role for us, plan-



See **ENVIRONMENTAL SECRETARY**  
Continued on page 3.

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# IT BOND II PASSES

On July 31, 1996, the Legislature passed and, on August 9, 1996, the Governor signed the Information Technology Bond Bill of 1996 — otherwise known as IT Bond II. It took over two years to get from initial identification of likely projects to bill enactment. And with the recent passage of the terms bill, some projects will soon begin to receive some money.

In the Spring of 1994, the Information Technology Division or ITD (then known as the Office of Management Information Systems or OMIS) began working with the Information Technology Coordinating Council (ITCC) to identify suitable projects for inclusion in an IT bond bill. Over 100 projects were originally identified before the ITCC culled them down to under 60 projects. The projects were evaluated according to return on investment, bringing government closer to citizens, and improving public safety. Several more projects were added during the legislative process.

During the 1995 and 1996 legislative sessions, ITD and the projects' sponsors met with staffs from the House and Senate Committees on Science and Technology and the House Committee on Ways and Means to insure that the legislative committees understood each project's objectives and were able to evaluate their plans. On the last day of the 1996 legislative session, both houses passed the bill. The Governor signed it the following week.

The idea for IT Bond II originated with IT Bond I, otherwise known as the IT Bond Bill of 1992. That bill included 20 projects totaling \$71 million. Some of the projects were so successful that the bill has paid for itself many times over.

During the summer of 1995, one of the projects in the IT Bond II package was at risk: the Department of Social Services' project now called FamilyNet (then called SACWIS) would be able to get 75% of its expenditures reimbursed by the federal government, but only for expenditures through September 1996. In order not to lose significant federal funding, the House and Senate passed and the Governor signed a \$55 million mini-bond bill for the FamilyNet project and four other projects: the Executive Office of Consumer Affairs' Consolidated Licensing/Document Management System; the Department of Mental Retardation's Case Tracking System; the Department of Procurement and General Services' Image-Based Decision Support System; and the Office of Management Information Systems' Massachusetts Access to Government

Network (MAGNet). The status of these projects was reported in the Summer '96 issue of the IT Bulletin.

Most of the projects included in the IT Bond Bill of 1996 are listed on this page and on pages 3 and 9. The Public Safety projects were described briefly in the Summer 1996 issue of the IT Bulletin. The Education projects are described in a related story on page 5. The Better Government projects will be described in the Winter 1997 issue, targeted for March. ♦

## EDUCATION PROJECTS

### BOARD OF HIGHER EDUCATION

- Public Library System for the 21st Century
- Mass Informational Turnpike Initiative
- Distance Learning Across Five UMass Campuses
- Several State and Community College Initiatives

### DEPARTMENT OF EDUCATION

- Local Education Technology Matching Grants
- Community Communication Servers
- Network Infrastructure
- Education Management Information System
- Advanced Television

## PUBLIC SAFETY PROJECTS

### DISTRICT ATTORNEYS' ASSOCIATION

- DA Database Development Project

### EXECUTIVE OFFICE OF PUBLIC SAFETY

- Integrated Legal/Criminal Justice Information System (ILCJIS)
- Firearm Licensing & Imaging Project (FLIP)
- NCIC-2000 Workstations
- State Police Information Network (SPIN)
- Re-engineering CJIS
- DOC Inmate Record Imaging / Archiving
- RMV/District Court Interface
- RMV Automated Testing System
- Public Safety Technology Training Center
- MBTA Police Automated Booking System

See **IT BOND II PASSES**

Continued on page 3.



# IT BOND II PASSES

Continued from page 2.

## BETTER GOVERNMENT PROJECTS

### INFORMATION TECHNOLOGY DIVISION

4 Projects including MAGNet, Project Intercept, IT Bond Oversight, Planning & Coordination, and Major Info Technology Systems Development

### DEPARTMENT OF REVENUE

12 projects including Back-Up Disaster Recovery, Client Server Network, Imaging & Workflow, Mass Storage, Robotics, Interactive Voice/Data, Automated Collections, and more

### GEORGE FINGOLD LIBRARY

Automation of George Fingold Library

### MASS. COMMISSION AGAINST DISCRIMINATION

Community Housing Enforcement System

### OFFICE OF THE STATE COMPTROLLER

Electronic Commerce

### OFFICE OF THE ATTORNEY GENERAL

Public Charities and Oversight and Fee Collection System Migration

### OFFICE OF THE STATE AUDITOR

Automated Audit Preparation & Office Automation

### OFFICE OF THE SECRETARY OF THE COMMONWEALTH

Systems Migration and Integration

### EXECUTIVE OFFICE OF ENVIRONMENTAL AFFAIRS

6 projects including One Stop Permitting, On-Line Licensing & Reservations, Environmental Police Mobile Network, and Digital Parcel Basemap

### EXECUTIVE OFFICE OF HEALTH & HUMAN SERVICES

5 Projects including BEACON and BEACON II, PRISM, DMH Automation & HHS Integration

### EXECUTIVE OFFICE OF ELDER AFFAIRS

HOMIS (Home Care Management Info. System)

### OFFICE OF CONSUMER AFFAIRS & BUSINESS REG.

Integrated Licensing/Document Management System

### DEPT. OF LABOR & WORKFORCE DEVELOPMENT

Consortium of Northeast States

### DEPT. OF HOUSING & COMMUNITY DEVELOPMENT

Client Fiscal Management

### DEPARTMENT OF ECONOMIC DEVELOPMENT

MassBusnet  
Workforce Development Network  
HR Investment Information System / PAS  
SOMWBA Telecommunications Project

# ENVIRONMENTAL SECRETARY

Continued from page 1.

ning agencies, watershed groups and the local communities," said Secretary Coxe. She said that computers are now being installed in the regional DEP offices that will allow the people who write the environmental permits to have easy access to local information. The Secretary believes that with enhanced information and modeling, the permit writers will have better decision making tools which benefit everyone involved in the process.

Another way of improving the decision making process is by allowing EOE's scientists and technicians to tie into the Internet. This will allow them to share information with their counterparts in other states and give them immediate access to scientific papers and environmental directories. This enhancement of the decision making process goes hand in hand with the Secretary's desire to streamline the regulatory process. "People do not necessarily get upset because they may need a permit," she said. "What does upset them is the time that it takes, especially in today's competitive market. Businesses want to know how much the permit is going to cost and how soon they can have it. The cleaner the track, the more confident businesses will be in locating in Massachusetts and staying here."

Information Technology will also provide an opportunity for businesses and residents to work together in writing environmental permits. During the permit process, modifications are often needed and letters are sent back and forth. The Secretary envisions a day when this information will be quickly exchanged by computer. The ultimate goal is to provide online access to the application process, online transaction processing, application tracking and reporting, and customer review of individual applications. By providing this type of access, the permit process will be improved (without relaxing any environmental standards) and the Commonwealth's commitment to business development will be enhanced.

The interactive use of the computer system can also provide easy access to individuals seeking to take advantage of our state's many environmental resources. For example, plans are underway to link the state park system together by computer. A reservation system will be put in place that will allow people to connect from their home, office or a kiosk. There are also plans to allow people to obtain fishing and hunting licenses over the computer. In the near future, the public will quickly and easily be able to register their all terrain vehicle or boat, obtain a hunting or fishing license, or reserve a campsite without leaving their home.

By initiating these and other IT advances, Secretary Coxe believes that EOE can better implement its policies. "People care about the environment, but they also want to be sure they are getting value for the expenditure of their tax dollars. That is where Information Technology is going to play an important role," she said. ♦

See **IT BOND II PASSES**

Continued on page 9.



# Jack Hornfeldt Named EOHHS SIO

Jack Hornfeldt has been appointed as the new Secretariat Information Officer (SIO) for the Executive Office of Health and Human Services (EOHHS). Mr. Hornfeldt fills the position previously held by T. Louis Gutierrez, who is the Commonwealth's Chief Information Officer.



EOHHS is the Commonwealth's largest and most diverse Secretariat, encompassing 16 departments and agencies, a budget of over \$7 billion and over 23,000 employees. Mr. Hornfeldt brings an extensive background in human services and data processing to his new position. A former Presbyterian minister, Mr. Hornfeldt entered state government as a child welfare social worker. In 1978 he was hired to coordinate training and field support for the implementation of the Child Information System in the Social Services Division of the former Department of Public Welfare. With the formation of DSS as a separate department in 1980, Mr. Hornfeldt became Manager of Advanced Planning and Design and played a leadership role in the design of what is now a legacy system. Subsequently, Mr. Hornfeldt was MIS director for the Massachusetts Society for the Prevention of Cruelty to Children, a private child welfare provider. He held the same position with the Office of the State Auditor before joining EOHHS.

Mr. Hornfeldt said that in his role as SIO he will seek to facilitate agencies' efforts to coordinate their work. His goal is to encourage agency cooperation and avoid duplication, part of which will be accomplished by enabling a common client identification across agencies. "The legislature has mandated that a common client identification be established," said Mr. Hornfeldt. "We would like to move towards common points of entry. Hopefully, this will make it easier on our clients and easier for our staff to do intake." Mr. Hornfeldt stressed that this goal of cross-communication and better client service must

be achieved while still maintaining client privacy, confidentiality of data and access security.

Mr. Hornfeldt said the challenges of evolving technology keep him interested and excited. "The added challenge of helping human service agencies and providers use this technology is a main attraction of this position," he said. Mr. Hornfeldt's diverse background gives him a broad perspective from which to view his role as SIO. And, he said that it helps to have kindred spirits in EOHHS. "Having been involved in several aspects of human services work, it is a pleasure to work with people like Secretary Gallant and others who have also toiled in the same field," he said.

Like other SIOs, Mr. Hornfeldt said that better government is a particular theme when discussing the benefits of technology. "Technology alone never solves a business problem, but appropriately used it can make an array of business problems easier to deal with," he said. ♦

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***"We would like  
to move towards  
common points of  
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do intake."***

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# IT BOND II: EDUCATION PROJECTS

*This is part of a continuing series of stories on the IT Bond II package. Most of the projects are listed in the story on page 2. The Public Safety projects were described in the Summer '96 issue, and the Better Government projects will be included in the Winter '97 issue. The Education projects are described below:*

## **Distance Learning**

This Board of Higher Education project calls for the development of a system-wide distance learning capacity across all five UMass campuses. It would promote academic resource sharing, improve teaching and learning options for university students, and expand UMass' ability to serve a variety of constituencies across the state. This initiative would establish several "virtual classrooms" on each campus of UMass where faculty would design new teaching approaches to deliver courses over geographic distances across their campuses and at selected K-12 sites around the state.

## **Mass. Information Turnpike Initiative**

With this initiative, UMass will design and build a high speed information turnpike for use by universities, state and community colleges, schools, libraries, medical centers, as well as state and local government agencies. This network will also enable public use for education, communications, and research. This network will enhance the UMass telecommunications capacity, provide inter-campus information links, and assist in the development and wide-spread deployment of public information services and

collaborative research and development efforts among university, industry, and government laboratory researchers across the state.

## **Public University Library System for the 21st Century**

The UMass library systems will require the following integrated modules: acquisitions, serials control, cataloging/authority control, circulation/course reserves, on-line patron access catalog, report generators, gateways to other systems, support of TCP/IP and Z39.50 standards, journal citation files, inter-library loan capabilities, media booking, information and referral, inventorying, EDI X.12-based on-line ordering and claiming, interfaces including record transfer, Common Command Language, inter-library loan and patron record standards, and support for other bibliographic and data files.

## **State & Community College Initiatives**

These projects will assist the Board of Higher Education technology planning effort to modernize library systems, develop information management and distance learning technologies. Campus Network upgrades at community and state colleges will also be completed following a system-wide planning effort.

## **Community Communications Servers**

This Board of Education initiative will assist communities with the procurement of specialized hardware, software, and training for linking schools together into

larger networks capable of extending out to public libraries, higher education institutions and other community resources. Through the creation of local infrastructure, this project will build the capacity to bring all Massachusetts teachers and students on-line.

## **Education Management Information System**

This project will automate the information exchange between school districts and state education agencies to facilitate the reporting and accountability requirements of the Education Reform Act. This automation will also enable the state Department of Education to make education policy materials, curriculum framework implementation information, and other useful documents electronically available to all schools and to the public.

## **Local Education Technology Matching Grants**

This project will provide incentives for local investments in the implementation of state approved local technology plans. Matching funds will be available to every school district on a per pupil basis.

## **Network Infrastructure**

This initiative will expand and upgrade the statewide, distributed infrastructure and Mass Ed OnLine LearnNet, to ease the entry of districts into networking and the Internet. It will provide a catalyst for local initiatives, and make sure that no district is left out of technology access.

See **EDUCATION PROJECTS**  
Continued on page 9.



# Public Safety and

*The Public Safety & Justice Information Technology Summit was held at the NYNEX Learning Center in Marlborough on September 18, 19 and 20, 1996. The event was hosted by the Administrative Office of the Trial Court, the Executive Office of Public Safety, and the Executive Office for Administration and Finance. In addition to participation from the sponsoring organizations, other law enforcement and public safety organizations also joined in, such as the Massachusetts District Attorneys' Association, the Office of the Attorney General, the Massachusetts Sheriffs' Association, and the Committee for Public Counsel Services.*



*Howard Liebowitz (CJTC), Don Cochran (Probation) and Steve McCarthy (State Police) discuss data sharing and integrated systems.*

The conference's sessions covered four general areas:

1. Statements of encouragement and support from the highest levels of the sponsoring organizations and from the Legislature. Secretary Charles D. Baker, Representative Paul E. Caron, Chief Justice John J. Irwin, Jr., Secretary Kathleen M. O'Toole, and Senator David P. Magnani each addressed the conference at different points during the three days.
2. Technology demonstrations and presentations by Public Safety and Justice users and/or technology vendors. Carole Arsenault of Andersen Consulting demonstrated JusticeLINK, an electronic communications and information management service among attorneys and courts. Dan Smith of NEC presented an overview of fingerprint identification systems. David Fagersten of Motorola Co. discussed mobile data technologies. Commissioner Larry DuBois of the Department of Correction (DOC), in conjunction with representatives of USTeleCenters and PictureTel, demonstrated the videoconferencing system used by DOC and the Parole Board to communicate with Massachusetts prisoners housed in Texas.
3. Presentations on the status of initiatives, challenges and priorities in various law enforcement and state government agencies. Marilyn Buckler of the FBI presented an overview of federal initiatives. Captain Michael Saltzman of the State Police presented the status of Automated Name Index (ANI) compliance. DOC's Curt Wood described efforts to improve DOC's intake and classification processes through technology. A panel of Department of Revenue (DOR) and Health and Human Services information technology directors discussed the many and varied data sharing needs between their agencies and the public safety and judicial agencies.
4. Break-out sessions: in these work groups, the participants discussed data sharing needs across agencies; benefits of and barriers to integrated systems; and the development of strategies to improve sharing across public safety and justice organizations.



*Craig Burlingame of the Criminal History Systems Board urges the use of standard protocols to facilitate system integration.*



# Justice IT Summit

The mission of the Summit was to define the benefits of sharing common information and technologies while gaining an understanding of the commitment and vision of the sponsoring organizations. According to the Commonwealth's Chief Information Officer Louis Gutierrez, "Step one for successful automation in state government is to find out what others are doing." Chief Justice Irwin described the Courts' need to insure that they interact with law enforcement and social service agencies in an appropriate and effective way to further the needs of the criminal justice system. Chief Justice Irwin added, "The electronic transfer of information and images helps make sure that we've got the right people in the courtroom."

Public Safety Secretary O'Toole said, "We all know the criminal justice sys-

tem is not a system. . . . Our challenge now is to replicate the success of the Courts' Warrants Management System with other applications." Administration & Finance Secretary Baker warned that, "Using information technology to do what you're doing faster is a missed opportunity," and he applauded the participants for seeking to find new ways to think about what they should be doing. Referring to the recent passage of IT Bond II and future IT funding initiatives, Representative Caron said, "We can't afford to let IT investment fall behind the cost of crime." ♦



*ITD's Maureen Chew thanks Senator David P. Magnani for addressing the Summit.*



*Curt Wood describes DOC's use of IT to improve their intake processing.*



*Rep. Paul E. Caron stresses the importance of advanced mobile communications for the safety of local police.*



# RESOURCES

## SOMWBA World Wide Web Site

The State Office of Minority and Women Business Assistance (SOMWBA) has a Web site at <http://www.magnet.state.ma.us/somwba/>. At this site, visitors interested in procuring state government contracts and participating in the affirmative market program can read SOMWBA's mission and history, find out about their newsletter and workshops, learn how to get certified as a minority- or women-owned business, and view the directories of SOMWBA-certified organizations.

## Videoconferencing Demos Available

Over 40 organizations in state government have seen PictureTel's videoconferencing equipment demonstrated at One Ashburton Place in Boston — and many have incorporated it into their business processes. To find out how the use of videoconferencing will improve training, enhance administration and save money, call Neil Manausa at ITD at 617-973-0871 to arrange your demonstration.

## GACIT Standards & Position Papers

The GACIT standards and ITD's position papers on Relational Data Base Management Systems (RDBMS) and on Windows 95 are available at <http://www.magnet.state.ma.us/omis/gacit/> on the World Wide Web. The standards are available on paper from Elaine Socha@planning@itd.bos or esocha@state.ma.us or 617-973-0865. The position papers are available on paper from Jerry Shereda@planning@itd.bos or jshereda@state.ma.us or 617-973-0814.

## CommonHelp Support Service Inaugurated

On August 12, 1996, the Information Technology Division (ITD) implemented CommonHelp, a joint venture of partner agencies to provide information technology support to users conducting the Commonwealth's business. The goal of CommonHelp is to provide a single point of contact for responding to requests for information technology support. This service will assure that someone will take ownership of each support request and follow it through to resolution.

ITD has contracted with Digital Equipment Corporation for implementation and staffing of CommonHelp. Digital manages and follows through to resolution all calls placed to CommonHelp. Escalation of problems is based on business rules and priorities established by ITD. There are two levels of support: Level 1 issues (terminal or password resets, general information, and PC/desktop support for limited departments) will receive immediate assistance; and Level 2 issues (ITD mainframe or Wide Area Network support) will be automatically transferred to ITD support staff.

To provide call tracking and end user support, CommonHelp's

single point of contact may occur by phone or email. Digital is using an industry standard client/server-based Call Management System that is independent of both hardware and software platforms. ITD staff responsible for resolving level 2 issues have direct network-based access to the Call Management System, which includes access to custom-crafted and adhoc reporting.

CommonHelp service is available Monday through Friday, from 8:00 a.m. until 5:00 p.m., by calling 1-800-335-4702 or by sending Internet email to "Support@COMMHELP.STATE.MA.US". A help desk representative takes each call and, after validating the caller's authorization, resolves the problem or transfers it to the appropriate ITD support group.

The objectives of the new service are to: diagnose problems in a timely manner, resolve problems promptly, escalate problems where necessary, track requests and problems, reduce repeat problems, increase productivity, improve service to users of ITD systems, and identify possible system improvements. ♦





# Workflow and Document Management Blanket Contract — Pilot Project

The Commonwealth has recently completed a procurement to establish a Blanket Contract for workflow and document management products and services. As a result of this procurement, the Commonwealth has chosen Deloitte and Touche as the prime contractor. The first phase of this procurement is a pilot project. The pilot project involves a cooperative effort between the Operational Services Division, the Office of the State Comptroller, the Department of Mental Retardation, the Department of Social Services, and the Information Technology Division to utilize workflow and document management technologies in on-going reengineering and automation of the purchase of services contract process. The performance of the selected vendor in delivering to the Commonwealth a successful implementation of the pilot project will determine if that vendor will be awarded a blanket contract to deliver solutions to other Commonwealth agencies. The vendor will also provide a market basket of all

workflow and document management products and services available from the vendor.

The Commonwealth has many barriers in implementing workflow and document management applications. However, by adopting an enterprise document management strategy, the Commonwealth can provide a standard image enabling component on every desktop regardless of the business application which supports the back-end security, scalability, and robustness required in a large scale environment. The architecture will enable paper, forms, or fax, wherever it exists, to be exchanged across the enterprise, processed and shared as authorized. Workflow offers tremendous potential for the Commonwealth with technologies enabling a continual process of improving operational effectiveness.

The selected vendor is required to use existing infrastructure. The Commonwealth's enterprise technol-

ogy requirements are heterogeneous and the vendor must provide the integration where necessary with legacy and departmental systems. Some of the Commonwealth's expectations of this technology include: flexibility to meet diverse requirements; increased value of agency investment in workflow and document management by leveraging the capital investment across the enterprise; decreased risk; enhanced interoperability and connectivity; foster greater cooperation between agencies; leverage the collective knowledge of these technologies through cooperative training and support; and promulgation of standards whereby the Commonwealth better coordinates these technology products within its information technology infrastructure. These technologies will enable further productivity improvements and enhance the Commonwealth's ability to manage and utilize its resources to deliver the best possible level of service to its clients and constituents. ♦

## EDUCATION PROJECTS

Continued from page 5.

### Advanced Television

The FCC will soon require all television broadcasters to convert to a new digital standard. This new standard will allow simultaneous transmission of multiple programming services and Internet "home page" type information related to these programs. As this is broadcast and not transmitted by wires or satellite, these services will be available universally to the vast majority of homes, classrooms and municipal offices in the Commonwealth. This project funds the conversion for three public stations. ♦

## IT BOND II PASSES

Continued from page 3.

OFFICE OF THE INSPECTOR GENERAL  
Inspector General System Upgrade

JUDICIARY  
CPCS/Public Defender Automation

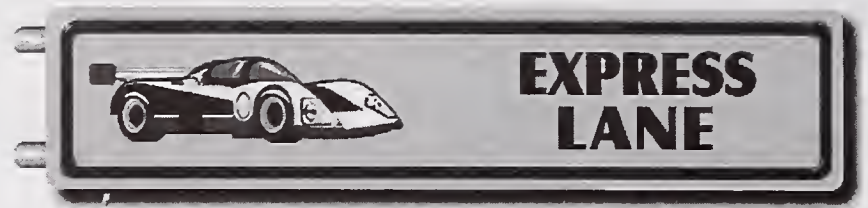
LEGISLATURE  
Legislature Automation

MASS. CAREER DEVELOPMENT INSTITUTE  
Educational / Technical Programming Technologies

MYSTIC VALLEY DEVELOPMENT COMMISSION  
Regional Economic Telecommunications Dev.



# Welcome To The



## **- The Massachusetts Registry of Motor Vehicles (RMV) On-line Transaction page on the World Wide Web at**

**<http://www.state.ma.us/rmv/express/>.**

Starting in August 1996, the Registry began offering the capability to renew registrations, get duplicate registrations, and pay citations over the Internet using a credit card for payment. The capability to order vanity and specialty plates will be added soon. With the initial August transactions, Massachusetts became the first state in the country to offer these motor vehicle registry services over the 'Net.

The Registry offers these Internet services as part of the state's Massachusetts Access to Government Network (MAGNet) Web site. BBN Planet is RMV's service partner providing: a dedicated server for Registry transactions, a secured mode and encryption for all data, and validation of credit card information. BBN Planet transmits RMV transactions to the Registry's mainframe and, after the data base is updated and each transaction is completed, sends an email confirmation to each customer.

Before initiating these interactive transactions, the Registry's Web site (<http://www.state.ma.us/rmv/>) had been set up to offer information about their services: licenses, registrations, fee schedules, inspection stations, disabled plates, suspensions, etc. From both this informational site and the Express Lane transaction site, customers with additional questions can use Internet email to forward their questions to the Registry's service representatives who are committed to providing answers the next day. World Wide Web services are available 24 hours a day, seven days a week.

Although "Express Lane" is the name of RMV's transaction Web site, it is also a theme in their use of innovative approaches in many of their business processes. For example:

The Registry's Telephone Center [617-351-4500 or 1-800-858-3926 (within 508/413)] offers the same services as the Web site from 9:00 a.m. to 7:00 p.m., Monday through Friday, except holidays.

Ten License Express mini-registries, located in shopping malls around the state, do eye tests, renew licenses, and convert out-of-state licenses.

DRIVE (Dealer Remote Information Vehicle Entry) is a program that enables certain auto dealerships to register new cars and issue license plates.

In the summer of 1995, the Registry introduced a new licensing system that utilizes photo imaging technology to capture customer images and signatures and store them on a central computer. These credit card style drivers licenses display the customer's digitized image and signature. The customer can approve (or disapprove) the picture before the license is printed. The image and signature can later be retrieved from the computer to verify a person's identity, thus reducing fraud.

The RMV has plans to enable its customers to access driving and auto insurance records over the 'Net for the same \$10 fee collected when the customer conducts this records search at a Registry office.

According to Registrar Jerold A. Gnazzo, "Our goal is to give as many options to our customers to keep them out of the RMV offices." The only drivers who still have to go to a Registry office are those applying for new licenses — because of the road test. "Our goal is to never require a customer to see us again," said Registry spokesman Aubrey Haznar. With so many remote access options, Massachusetts' 4.2 million drivers should enjoy better customer service while, at the same time, saving taxpayer dollars. ♦



# Information Technology Division Reorganizes

In August, the Information Technology Division (ITD) began to implement some organizational adjustments to reflect new needs and opportunities. The official agency title had already made the transition from the "Office of Management Information Systems" to ITD to more accurately reflect the scope of the agency's activities. Similarly, some of the new bureau and group names mentioned below reflect evolving organizational missions.

ITD is comprised of the bureaus and groups listed below and a Director's Office. The Director's Office includes the Director and Chief Information Officer, the Chief Financial Officer, and the General Counsel. It also contains the Commonwealth Information Warehouse unit directed by Tom Smith and the CommonHelp unit directed by Sandy Kruczkowski.

The Communications Services Bureau (formerly the Bureau of Communications Technology) is directed by Lou Macinanti. Ralph Ragucci heads the Data Center Services Bureau (for-

merly the Data Center). The Enterprise Applications Bureau (formerly the Bureau of Systems Services) is directed by Anna dos Santos. Maureen Chew is Acting Director of the Strategic Planning Group and the Technology Finance Group is directed by Lou Angeloni.

The new Network Application Planning Group is directed by Allan King, and the director of the new Internet Services Group will be announced shortly.

The Executive Office for Administration & Finance's new Central Business Office, located on the 16th floor at One Ashburton Place, will take over some of ITD's payroll processing, budgeting, human resources and LAN support functions.

ITD's Bureau and Group directors have developed unit objectives and work plans for FY97. ♦

## Code of Massachusetts Regulation (CMR) Review — The Technical View

The Regulation Review Project, initiated by Executive Order 384, has involved hundreds of people both inside and outside state government in the review of thousands of regulations. The review process is by no means a small endeavor. This article provides an overview of the technical aspects of the project.

Initially, the CMR review process required specific information from agencies about each regulation. Agencies provided this information in structured form via word processing documents that they then submitted to the regulation review team. A computer program extracted the information from the documents for subsequent importing into a Lotus Notes database. This provides the review team an inventory of all regulations and summarized information about the regulations.

Agencies also provided the review team with their work plans and timetables for reviewing each regulation. The review team updates the database and uses it to track and report on progress as regulations move forward through the review process.

The actual text of the regulations is available via a customized search engine to allow members of the review team to locate all regulations that include certain text. This makes it possible, for example, to locate many different and sometimes overlapping regulations that address a common subject. ♦

## INFORMATION TECHNOLOGY DIVISION

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The *Information Technology Bulletin* is a quarterly newsletter of ITD's Strategic Planning Bureau. One of SPB's tasks is to act as a clearinghouse for IT information. This publication furthers that goal. Please send correspondence to Managing Editor, Elaine Socha, the Information Technology Bulletin, Room 801, One Ashburton Place, Boston, MA 02108.

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### A MESSAGE FROM THE CIO

We are embarking on a second major round of state government technology investment, energized by IT Bond II, but fueled also by substantial information technology investments made through departmental operating budgets. The Administration, Legislature, and forward-thinking Departmental managers have endorsed the expanded use of technology in state government operations and education, in order to better serve the needs of taxpayers, constituents, and the Massachusetts business and civic community.

Now comes the hard part. Creating "integrated systems" is easier to say than to do. But adhering to some fundamental technical standards will help immensely in preventing fundamental incompatibilities between systems.

In particular, I would like to highlight the important new requirements that:

- new systems and networks should communicate using TCP/IP as a standard protocol;
- e-mail systems should be able to work with a central statewide X.500 e-mail directory (under construction);
- new desktop PCs used for administrative purposes (HR, budgeting, accounting, procurement) should use 32-bit versions of Microsoft Windows (either Windows 95 or Windows NT Workstation) that include a Web-browser (either Netscape Navigator or Microsoft Internet Explorer).

As a note of interest, I would also like to highlight the exploratory work that Information Technology Division is undertaking with several large departments to achieve networked data transfers between departments using IBM's MQSeries messaging software, as part of its Communications Bridge project.

The more we can count on some fundamental "rules of the road", the more confidently we can drive towards improved service levels.

Sincerely,  
T. Louis Gutierrez







